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The percentage of CIA analysts who have in-depth first-hand knowledge of the country or region to which they are assigned is far too small. Because of limited opportunities for travel in the USSR and most of the Communist world, we cannot expect to make much progress in remedying this situation for many of our analysts. And for those analysts who deal with military, scientific, and technical issues, travel is less important than sound technical skills. But for political, economic, and societal studies, direct and extended experience in the country of assignment is a fundamental goal in our efforts to improve analysis.

A recent survey of the Offices of Political Analysis, Economic Research, and Strategic Research in NFAC showed that while about 40 percent of the analysts had had some travel experience in the country to which they are currently assigned, most of this travel has been in the form of brief orientation trips, often with only a few days in-country. Fewer than 15 percent of our analysts actually have spent much time in the countries on which they work. Thus, we are looking increasingly to opportunities that will permit our analysts to spend more time getting direct exposure to the culture, politics and atmosphere of the countries which they analyze.

Several programs which we have under way- the
Advanced Analyst Development Program, and a commitment to undertake more foreign TDY research--are designed directly to provide this more extended exposure so essential to improving analysts' knowledge and skills for their intelligence work.

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